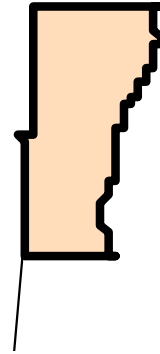
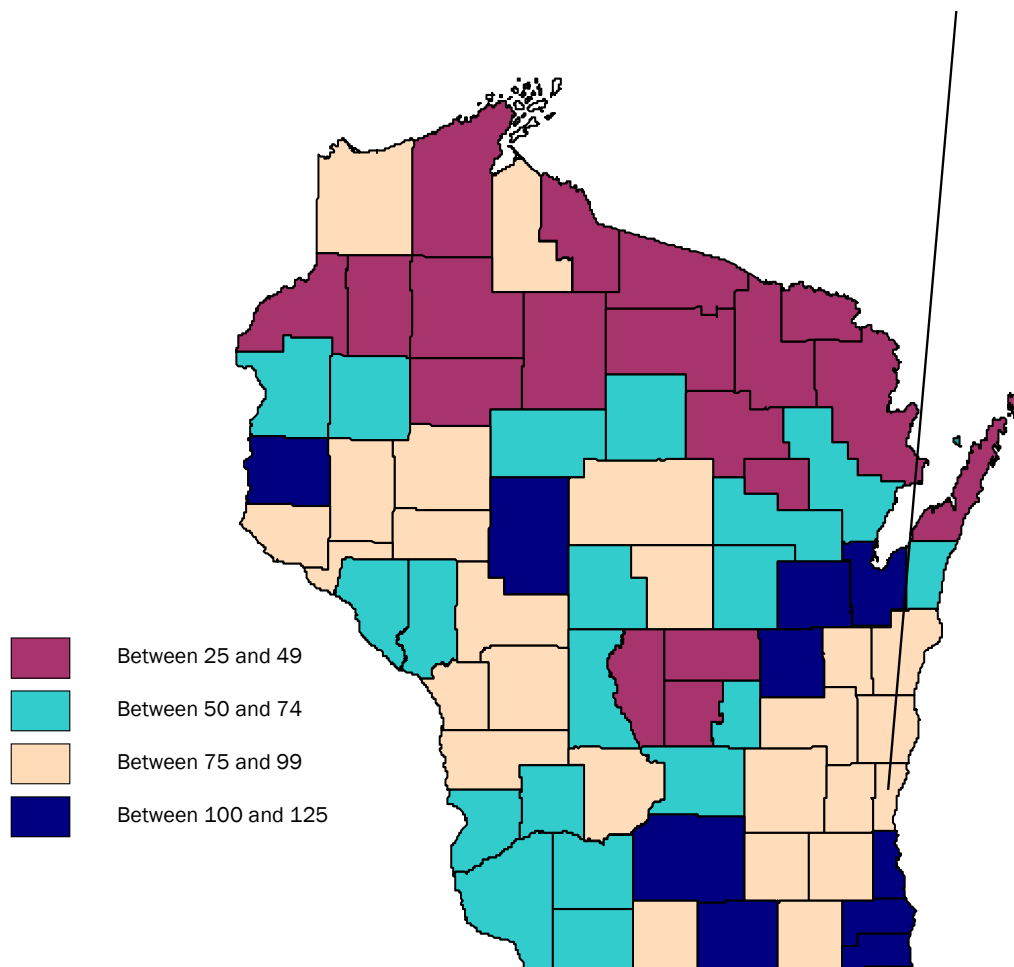


# Ozaukee County Workforce Profile



The number of residents aged 25-29 years for every  
100 residents aged 60-64 years in year 2025



Source: Wisconsin Department of Administration, Demographic Services Center and the U.S. Bureau of Census.

For comparison, it is projected that there will be 90 residents aged 25-29 for every 100 residents aged 60-64 in Wisconsin in 2025. Nationally, it is projected that there will be 101 residents aged 25-29 for every 100 residents aged 60-64. In 2003, Wisconsin had 146 residents aged 25-29 for every 100 aged 60-64.



## County Population

Ozaukee County's population, at just over 85,000 residents, ranks 18<sup>th</sup> largest of Wisconsin's 72 counties. Its geographic size, 232 square miles, ranks as the second smallest. These two figures coupled together give Ozaukee County the eighth densest population at 369 residents per square mile, which is about three and one-half times the state's population density figure.

### Total Population

	April 2000 Census	Jan. 1, 2004 estimate	Numeric change	Percent change
<b>United States</b>	281,421,906	292,287,454	10,865,548	3.9%
<b>Wisconsin</b>	5,363,715	5,532,955	169,240	3.2%
<b>Ozaukee County</b>	82,317	85,160	2,843	3.5%
<b>Largest Municipalities</b>				
Mequon, City	22,643	23,416	773	3.4%
Cedarburg, City	11,102	11,331	229	2.1%
Grafton, Village	10,464	11,160	696	6.7%
Port Washington, City	10,467	10,683	216	2.1%
Cedarburg, Town	5,550	5,720	170	3.1%
Saukville, Village	4,068	4,167	99	2.4%
Grafton, Town	3,980	4,078	98	2.5%
Thiensville, Village	3,254	3,253	-1	0.0%
Fredonia, Town	2,083	2,126	43	2.1%
Fredonia, Village	1,934	2,111	177	9.2%

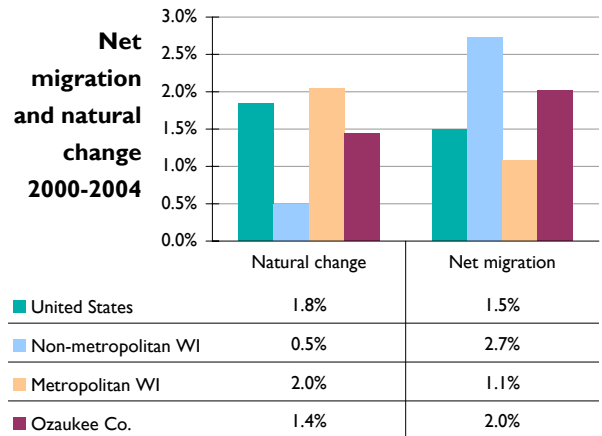
Source: Wis. Dept. of Administration, Demographic Services and U. S. Census Bureau

Ozaukee has added 2,800 residents since the 2000 census for a growth rate of 3.5 percent continuing its faster growth rate compared to the statewide rate. The majority of new population has come via in-migration and the remainder by natural increase. The majority of Ozaukee's in-migrants came from Milwaukee County. The Village of Grafton showed the most dynamic growth in terms of number and percentage. This is not surprising as the southern communities in Ozaukee County are the largest and have grown the fastest.

To best explain the importance of population change in terms of the labor economy, it is necessary to discuss projected age dynamics. The age of a community dictates the need for workers and directly influences the supply of workers. Wisconsin is an older than average state and Ozaukee County is an older than average county in Wisconsin. The graph to the bottom, right outlines the projected population in 2005 and 2030 by age group.

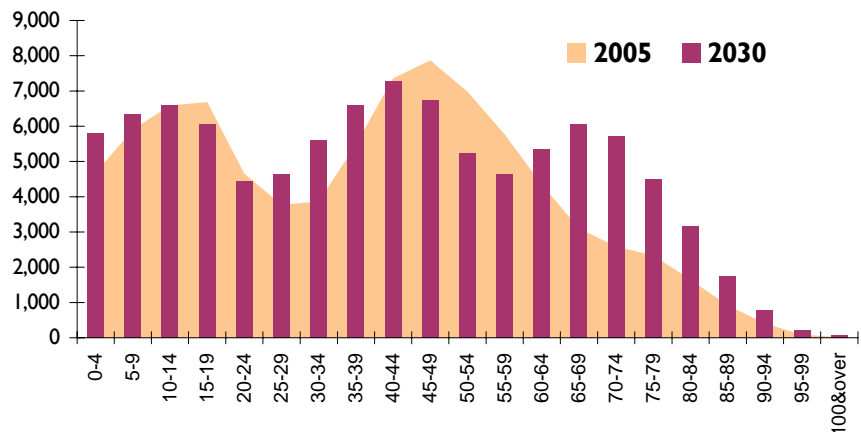
To summarize this concisely, Ozaukee's population is projected to grow 15 percent over the next 25 years adding 12,600 new residents. There will be growth across most age groups with the exceptions of those 45 to 59 years of age and a slight loss of those aged 15 to 19 years.

The projections forecast the number of those aged 19 and younger will increase by four percent. Those residents in their prime working years, aged 20 to 59 years, will decline by one percent. And the number of those aged 60 years and older will increase 79 percent. From a compositional standpoint the 19 and younger population will decline from 28 percent of the total in 2005 to 25 percent. The 20 to 59 year olds, which used to make up a slight majority of Ozaukee's population at 54 percent are projected to decline to 46 percent of the total population. Those 60 years and older are projected to increase to 28 percent of the population; up from 18 percent in 2005.



Source: WI Dept. of Admin., Demographic Services and U. S. Census Bureau

### Population by Age Groups in Ozaukee County



Source: WI Dept. of Administration, Demographic Services

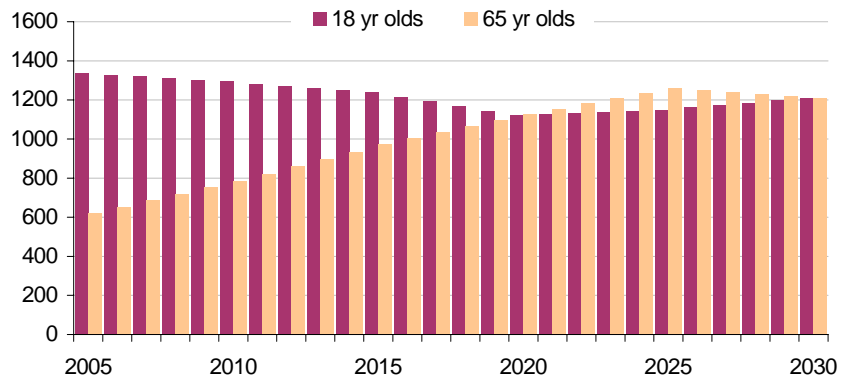
## Future Population and Labor Supply

To put the impending age changes in a more salient perspective, the graph to the right plots the number of those aged 18 years, the labor force entrants, and 65 year-olds, the labor force exiters, each year from 2005 to 2030 in Ozaukee County. Very simply, the number of 18 year olds will be eclipsed by those turning 65 in the coming decades.

This change is a microcosm of the overall age projections, which will present a number of issues, vis-a-vis, the labor force. One issue is that the number of those leaving the workforce will likely exceed the number of those entering. One should keep in mind that there have already been labor shortage situations in the 1990s with "surplus" entrants. The coming years will likely experience more pronounced labor shortages in occupations that tend to be filled by those of a certain age group, or gender, or educational background/skill set. Another issue is that as the population ages, the economy changes. As residents age they place increased demand on some of the community's providers of goods and services, i.e., health services, retail trade, leisure and hospitality, etc.

Employers will compete for workers as they always have, but skilled and educated workers could be in shorter supply relative to increased demand. The labor force will be older on average though it is uncertain whether workers will remain in the labor force longer than they do currently. National trends suggest that workers are retiring at younger

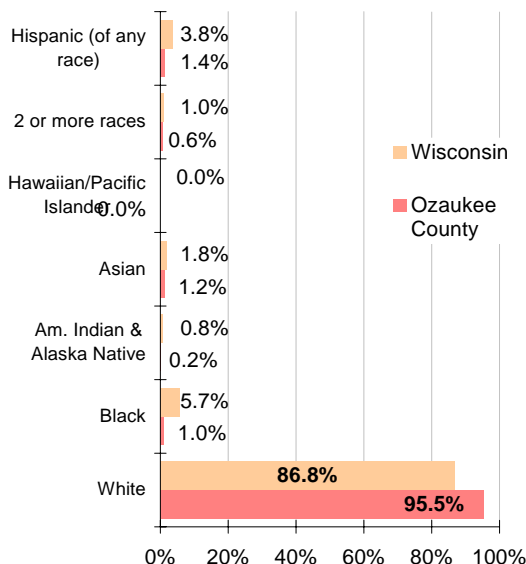
**Convergence of 18 & 65 year old population in Ozaukee County**



Source: WI Dept. of Administration, Demographic Services

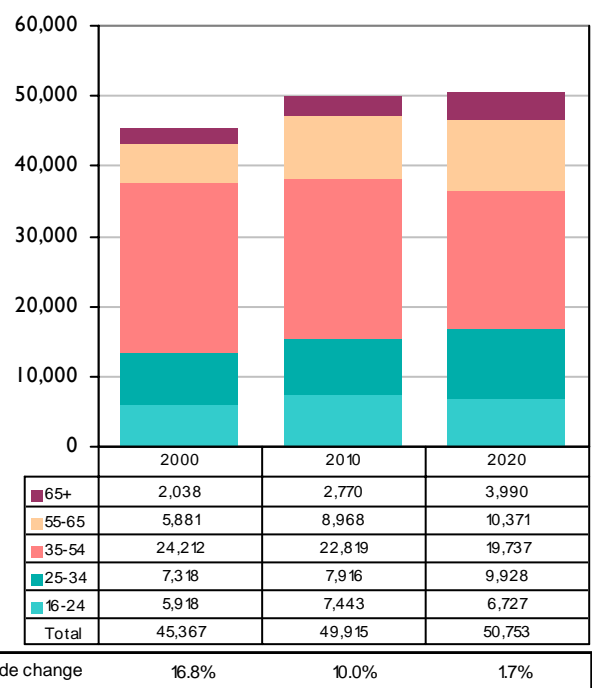
ages, but retirement is a subjective term as many retirees rejoin the workforce, though usually in a reduced capacity. Retirees are a very small portion of the workforce as the labor force participation rate of those 65 and older is low. For example it is estimated that about 40 percent of those aged 65 to 69 in Ozaukee County are in the labor force. At age 70 and older, this percentage dips to 20 percent and lower as one might expect. Ozaukee's older worker participation rate is much higher than the state's average.

**Race and ethnic distribution**



Source: U.S. Census Population Characteristics Estimates, 2002

**Ozaukee County Labor Force Projections by Age**



Source: DWD, Office of Economic Advisors, August 2004

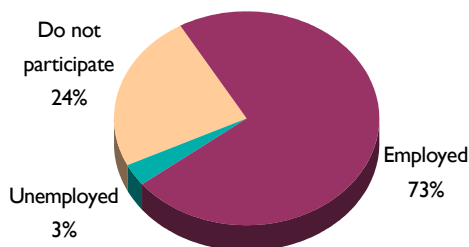
## Current Labor Force

Ozaukee County's labor force has long had a reputation for having one of the state's lowest unemployment rates. While the number of unemployed has increased over the last few years in Ozaukee, it has maintained a lower than average unemployment rate during the nation's most recent economic downturn and slow recovery.

Ozaukee's labor force participation rate (LFPR) was 76.2 percent in 2003 and it ranked in the highest quartile of

generation retires from the labor force in full stride. The relative lack of younger population over the next 25 years coupled with an older population will be the main contributor to the LFPR decline. As of 2003, the eldest baby boomers are 57 years old; the youngest are 39.

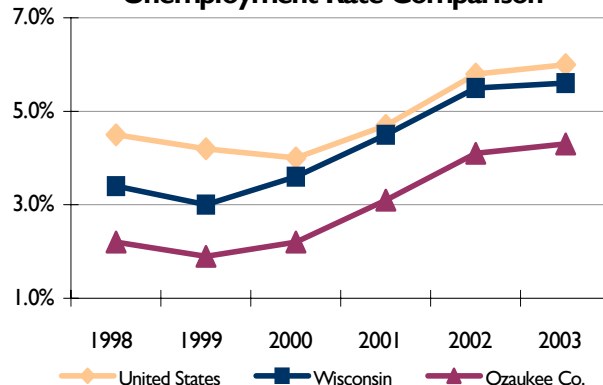
**Labor force participation in Ozaukee County**



Source: DWD, Office of Economic Advisors, July 2004

Wisconsin's counties. Its LFPR was higher than both state (72.9%) and national (66.2%) rates. It is likely that Ozaukee's participation rate will gradually subside in the coming years and one can only guess how much lower it will decline. That being said, it is also likely that Ozaukee's LFPR will still maintain its above average clip, but will decline in earnest as the baby boom

**Unemployment Rate Comparison**



**Ozaukee County Civilian Labor Force Data**

	1998	1999	2000	2001	2002	2003
Labor Force	48,468	48,018	47,926	48,845	48,446	48,876
Employed	47,414	47,116	46,865	47,352	46,441	46,761
Unemployed	1,054	902	1,061	1,493	2,005	2,115
Unemployment Rate	2.2%	1.9%	2.2%	3.1%	4.1%	4.3%

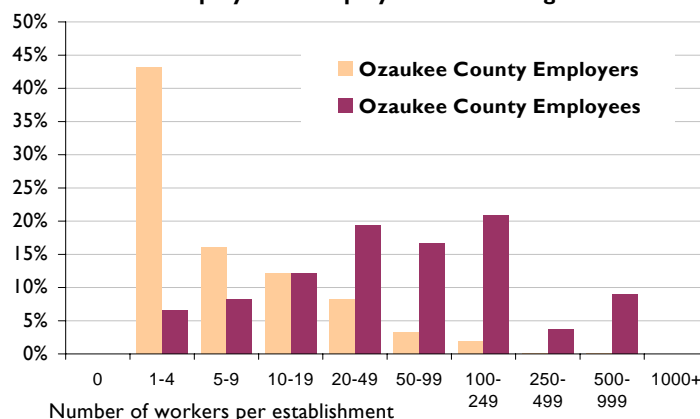
Source: WI DWD, Bur. of Workforce Information, Local Area Unemployment Statistics, 2003

## Employers by Size

The majority of Ozaukee County's employers are smaller as approximately 71 percent of them employ between one and 19 workers. While this may seem to be an inordinately large share of smaller employers in the county, it is actually a typical share. The term "small employer" is subjective. Some define it as an employer with less than 500 employees, while others define it as low as 20 employees or fewer.

From the employee perspective, the highest share of the county's employees work in establishments that employ 100-249 workers. Close to 13 percent of Ozaukee's total employees work in establishments with 500 or more workers. On average, the number of employees per employer is 15 in Ozaukee County. This is lower than the statewide average of 16 per establishment, but is higher than the national average, which is 13 employees per establishment.

**Share of employers & employees in size range in 2003**



Source: DWD, Bureau of Workforce Information, Table 221, July 2004

## Industry & employers by size

Examination of a county's labor market from the demand (employer) point of view is essential to gauge the type of workforce employers are seeking. The tables below outline the top employing industries and the top employers by name and establishment size. The pie-graphs to the bottom indicate the prominence of these top industries and employers in terms of the county's total employment.

It is common for services-providing sectors to show the large-

est and fastest employment growth in both one- and five-year periods. Some goods-producing sectors, like manufacturing industries, may still show a large employment presence, but they may likely show a loss of employment over these time-frames, too. It is also common for many counties traditionally heavy in goods-producing employment to now have services-providers, particularly health and education services, as their larger employers and industry sectors.

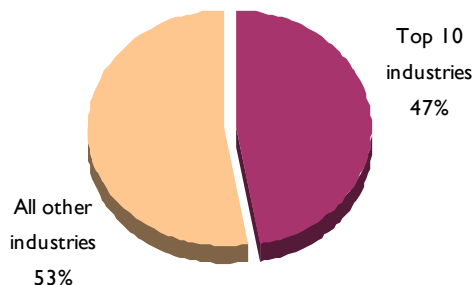
### Top 10 Industries in Ozaukee County

Industry	March 2004		Numeric Employment Change	
	Establishments	Employees	2003-2004	1999-2004
Educational services	26	2,861	62	284
Food services & drinking places	135	2,775	81	351
Machinery manufacturing	44	2,528	-275	-756
Professional & technical services	265	1,708	-8	26
Fabricated metal product manufacturing	48	1,606	-20	-179
Executive, legislative, & gen government	15	1,497	-37	111
Primary metal manufacturing	7	1,354	-37	-334
Electrical equipment & appliances	11	1,201	32	-677
Specialty trade contractors	167	1,162	31	194
Ambulatory health care services	137	1,110	124	274

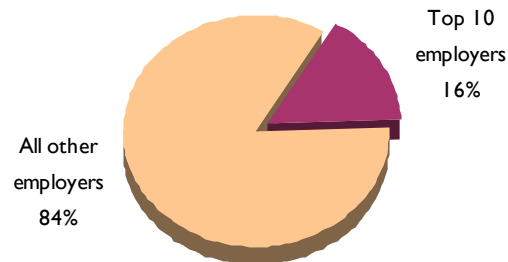
### Top 10 privately owned Employers in Ozaukee County

Establishment	Product or Service	Size (Dec. 2003)
Seek Inc.	Temporary help services	Over 999 employees
Columbia St. Mary's Group	General medical and surgical hospitals	500-999 employees
Rockwell Automation, Inc.	Relay and industrial control manufacturing	500-999 employees
Concordia University Wisconsin	Colleges and universities	500-999 employees
Leggett & Platt Inc.	Aluminum die-casting foundries	500-999 employees
Charter Mfg. Co. Inc.	Managing offices	500-999 employees
Simplicity Mfg. Inc.	Lawn and garden equipment manufacturing	250-499 employees
Allen Edmonds Shoe Corp.	Men's Footwear	250-499 employees
Hayes Brake Inc.	Motor vehicle brake system manufacturing	250-499 employees
Mega Marts Inc.	Supermarkets and other grocery stores	250-499 employees

Share of jobs in top 10 industries in Ozaukee County



Share of Ozaukee County jobs with top 10 employers



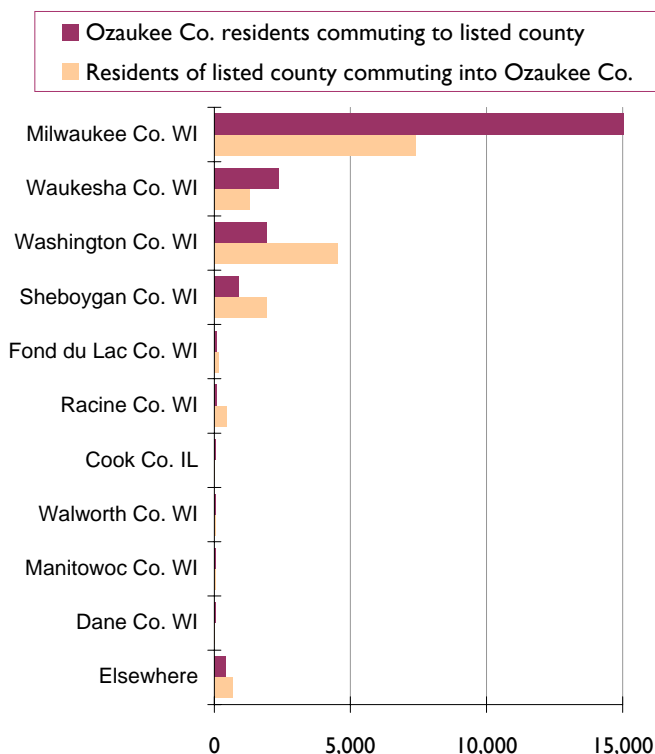
Source: DWD, Bureau of Workforce Information, Quarterly Census of Employment and Wages

## Commuting

A large part of Ozaukee's economic foundation is based upon its out-commute of workers, primarily into Milwaukee County. Data from the 2000 census indicated that close to 48 percent of Ozaukee's employed work outside of Ozaukee County. This is a considerably higher rate of out-commuting compared to the statewide average, which is about 25 percent of workers. Close to 16,000 of Ozaukee's 22,000 out-commuters work in Milwaukee County.

Ozaukee County is also attractive as a workplace for workers from adjacent counties. Milwaukee County and Washington County have about 7,500 and 4,500 of their employed working in Ozaukee County, respectively.

Ozaukee's commuting patterns are the quintessential example of how metropolitan areas evolve. While the average wages paid in Ozaukee County are above average, most of its adjacent counties pay higher. There are also more job opportunities in these adjacent counties. In fact, the number of employed residents in Ozaukee (approximately 48,000) is larger than its total number of jobs (approximately 38,000 jobs), theoretically necessitating at least some degree of out-commuting. Ozaukee is a member county of the Milwaukee-Waukesha Metropolitan Statistical Area because so many of its workers commute out of the county.



Source: U.S. Census 2000, Special tabulations: Worker Flow Files

## Key occupations & wages

The table to the right lists the occupations with the most employment in the Milwaukee-Waukesha MSA as of May 2003. Their hourly wages are also displayed.

The hourly wages shown include the mean (average) and the median (50<sup>th</sup> percentile), which are the most frequently requested occupational data. The 25<sup>th</sup> and 75<sup>th</sup> percentile wages are also included to help give an indication of entry-level and experienced worker wages, respectively. The 25<sup>th</sup> percentile indicates that 75 percent of the total workers in this occupation earn more per hour than this wage. The 75<sup>th</sup> percentile wage indicates that 25 percent of workers make more than this hourly wage.

If the mean and median wages are relatively close, the labor market for this worker is probably tight or very competitive for hiring employers. If the median is significantly below the mean, an employer offering mean wages should have an advantage in attracting workers. On the same hand, prospective workers will likely find a higher than average level of competition for these jobs.

Occupation title	Hourly Wages			
	Mean	Percentile		
		25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>
Retail salespersons	\$10.54	\$7.37	\$8.76	\$11.46
Cashiers	\$8.00	\$6.93	\$7.87	\$8.79
Janitors & cleaners, except maids & housekeeping	\$10.14	\$7.84	\$9.35	\$11.41
Office clerks, general	\$11.86	\$9.19	\$11.16	\$13.79
Registered nurses	\$24.46	\$20.94	\$24.29	\$27.52
Comb. food prep. & serving workers (fast food)	\$7.74	\$6.49	\$7.72	\$8.68
Customer service representatives	\$14.85	\$11.42	\$13.76	\$17.18
Laborers & freight, stock, & material movers, hand	\$11.03	\$7.97	\$9.96	\$12.97
Team assemblers	\$13.06	\$9.68	\$12.23	\$15.80
Bookkeeping, accounting, & auditing clerks	\$14.18	\$11.53	\$13.70	\$16.70
Nursing aides, orderlies, & attendants	\$10.60	\$8.97	\$10.58	\$12.31
Sales reps, whls. & mfg, except tech. & scientific	\$27.32	\$18.20	\$24.16	\$32.53
Secretaries, except legal, medical, & executive	\$12.95	\$10.47	\$12.67	\$15.26
Waiters & waitresses	\$7.66	\$6.02	\$6.74	\$9.05
Executive secretaries & admin. assistants	\$16.25	\$12.96	\$15.59	\$18.93
Stock clerks & order fillers	\$10.18	\$7.41	\$9.11	\$12.18
Truck drivers, heavy & tractor-trailer	\$17.80	\$14.98	\$17.46	\$20.80
General & operations managers	\$47.90	\$26.76	\$40.59	\$62.79
Elem. school teachers, except special ed.	*	*	*	*
1st-line suprvs/mgrs. of office & admin. support	\$22.20	\$15.69	\$20.14	\$26.63

Ozaukee County is part of an area which includes Milwaukee, Waukesha, Ozaukee and Washington counties.

Source: DWD, Bureau of Workforce Information, Occupation Employment Statistics Survey 2003



## Employment and Wages

Employers in Ozaukee County pay wages close to six percent higher than the state's overall annual average. This slightly higher overall average masks the fact that a number of Ozaukee's industry sectors pay either well-above or below the respective state-wide averages.

The highest paying employment in Ozaukee is in financial activities. In fact, Ozaukee County has the highest average wages in this sector in Wisconsin. Its lowest paying sector is leisure and hospitality. The number of sectors paying higher and lower than state average are similar so the overall higher than average wage indicates that Ozaukee County's job composition is more weighted towards the higher paying sectors. Manufacturing is by far Ozaukee's dominant employing industry making up 27 percent of the county's total employment and paying a disproportionately high 34 percent of the county's total wages. The high wages in financial activities play a smaller role in the overall average because it only makes up about seven percent of total employment and 11 percent of total wages.

The examination of a county's wage structures goes beyond its industry composition. Additional information about an establishment's role (branch, headquarters), corporate

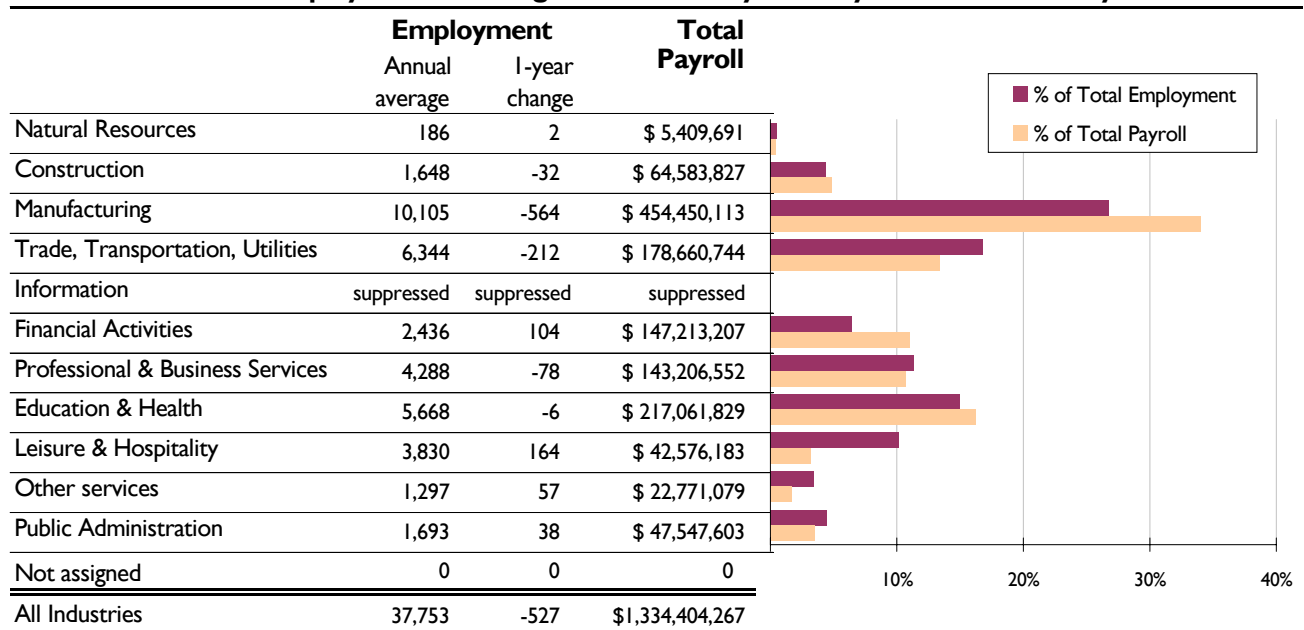
### Average Annual Wage by Industry Division in 2003

	Average Annual Wage		Percent of Wisconsin	1-year % change
	Wisconsin	Ozaukee County		
All Industries	\$ 33,423	\$ 35,346	105.8%	4.2%
Natural resources	\$ 25,723	\$ 29,084	113.1%	-1.1%
Construction	\$ 40,228	\$ 39,189	97.4%	-0.4%
Manufacturing	\$ 42,013	\$ 44,973	107.0%	5.9%
Trade, Transportation, Utilities	\$ 28,896	\$ 28,162	97.5%	1.5%
Information	\$ 39,175	suppressed	Not avail	Not avail.
Financial activities	\$ 42,946	\$ 60,432	140.7%	14.4%
Professional & Business Services	\$ 38,076	\$ 33,397	87.7%	2.2%
Education & Health	\$ 35,045	\$ 38,296	109.3%	4.3%
Leisure & Hospitality	\$ 12,002	\$ 11,116	92.6%	0.5%
Other services	\$ 19,710	\$ 17,557	89.1%	4.8%
Public Administration	\$ 35,689	\$ 28,085	78.7%	0.0%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

status and the types of workers they employ are also important. For example, two establishments reported in the same industry can pay quite differently depending upon their geographic location, skill/education of workers, and worker union affiliation, just to name a few factors. These two establishments could also have differing occupational compositions weighted more or less in executive/managerial/professional/technical occupations, which would affect average wages.

### 2003 Employment and Wage Distribution by Industry in Ozaukee County



Source: WI DWD, Bureau of Workforce Information, Quarterly Census Employment and Wages, June 2004

## Per Capita Personal Income (PCPI)

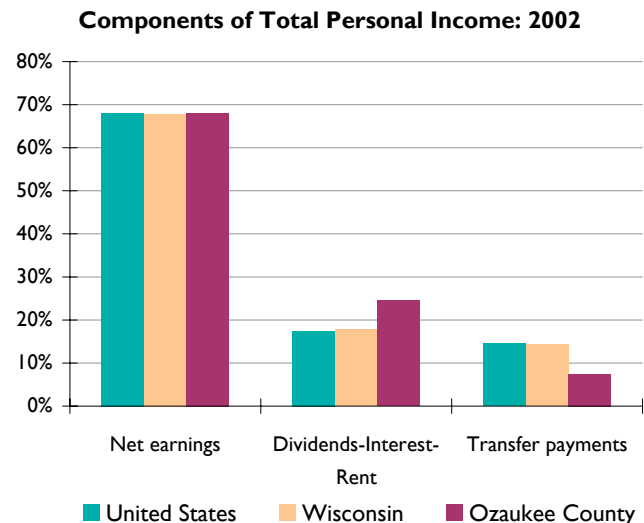
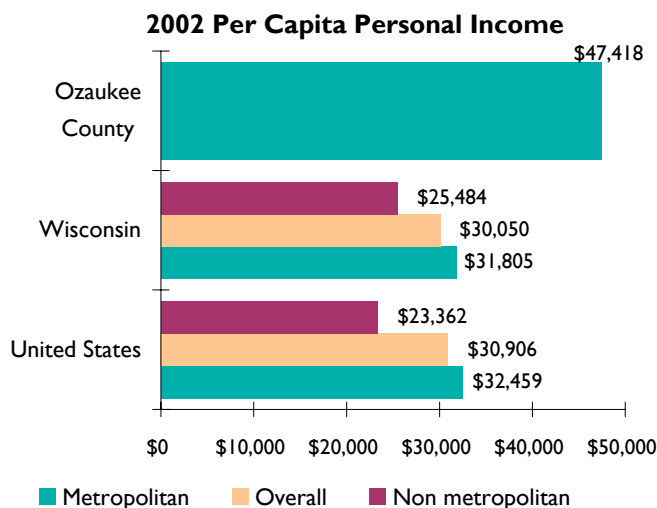
Income is the resultant combination in which people or families or households obtain monies. The majority of a county's total income comes from wages earned from jobs. Ozaukee County, as a whole, obtains a higher than average share of its total income from dividends, interest and rental income (graph, bottom right). It obtains a lower than average share of its total income from governmental transfer payments.

As of 2002, Ozaukee County has the highest personal income on a per capita basis (PCPI) of any county in Wisconsin, just as it has for a number of years. Its PCPI is approximately 46 percent higher than the national PCPI and 49 percent higher than the statewide PCPI.

These incredibly large differences underscore the relative wealth within Ozaukee County. The occupational composition of Ozaukee County's workers plays the largest role in its higher income. The fact that close to 43 percent of Ozaukee's workers work in management, professional and related occupations, which tend to command higher salaries, plays a direct role. The state average composition is 31 percent in this occupational group. These considerably higher wages afford workers enough disposable income to invest into interest or dividend-bearing holdings, which creates additional income, though this is a simplistic and incomplete explanation for its higher PCPI.

	Per Capita Personal Income						Percent Change	
	1997	1998	1999	2000	2001	2002	1 year	5 year
United States	\$25,334	\$26,883	\$27,939	\$29,847	\$30,527	\$30,906	1.2%	22.0%
Wisconsin	\$24,514	\$26,175	\$27,135	\$28,573	\$29,361	\$30,050	2.3%	22.6%
Metropolitan WI	\$25,972	\$27,711	\$28,770	\$30,317	\$31,106	\$31,805	2.2%	22.5%
Ozaukee County	\$37,990	\$41,425	\$43,910	\$46,091	\$46,853	\$47,418	1.2%	24.8%
In current dollars (adjusted to U.S. CPI-U)								
United States	\$28,397	\$29,670	\$30,170	\$31,181	\$31,010	\$30,906	-0.3%	8.8%
Wisconsin	\$27,478	\$28,889	\$29,301	\$29,850	\$29,825	\$30,050	0.8%	9.4%
Metropolitan WI	\$29,111	\$30,584	\$31,067	\$31,672	\$31,598	\$31,805	0.7%	9.3%
Ozaukee County	\$42,582	\$45,720	\$47,415	\$48,152	\$47,594	\$47,418	-0.4%	11.4%

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, May 2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System, May 2004

The county workforce profiles are produced annually by the Office of Economic Advisors in the Wisconsin Department of Workforce Development. The author of this profile and regional contact for additional labor market information is:

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**Metropolitan Statistical Area (MSA)** - A single county or group of counties that include at least one urbanized area with a minimum population of 50,000. Multiple-county MSAs have a central county or counties, which have a high degree of social and economic integration with the other member counties as measured by commuting data.

**Non-metropolitan county** - Any county that is not a member of a metropolitan statistical area.

**Net Migration** - One of two components of population change. It is the net result of individuals who either moved into or out of an area.

**Natural Change** - One of two components of population change. It is the result of the number of births minus the number of deaths in an area over a period of time. A natural increase indicates there were more births than deaths. A natural decrease indicates there were more deaths than births.

**Employed** - Persons 16 years of age or older, who worked as paid employees, or worked in their own business, profession or farm, or worked 15 hours or more as unpaid workers in a family-operated enterprise. Includes those temporarily absent from their jobs due to illness, bad weather, vacation, childcare problems, labor dispute, maternity or paternity leave, or other family or personal obligations.

**Unemployed** - Persons 16 years of age or older with no employment, who were available for work and made efforts to find employment sometime during the previous 4-week period ending with the monthly reference week. Persons who were awaiting recall to a job did not need to look for work to be classified as unemployed.

**Labor Force** - The sum of the employed and unemployed, whom are at least 16 years of age and older.

**Unemployment Rate** - The number of unemployed divided by the labor force. It is expressed as a percentage of the labor force.

**Labor Force Participation Rate (LFPR)** - The labor force divided by the total population aged 16 years and older. It is expressed as a percentage of the population aged 16 years and older.

**Suppressed** - Data is withheld or suppressed if it does not meet certain criteria. If an industry in a county has fewer than three employers or if a single employer employs 80% or more that industry's total employment in that county then the data are suppressed. These criteria were established to maintain the confidential reporting of payroll and employment by employers.

**Total Personal Income** - The aggregate income of an area received by all persons from all sources. It is calculated as the sum of wage and salary disbursements (less contributions for government social insurance), supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts that include retirement and veteran's benefits, government paid medical reimbursements, and income maintenance program payments.

**Per Capita Personal Income (PCPI)** - Total personal income divided by the total population.

**Current Dollars** - Phrase used to express historical dollar values in terms of their current purchasing power via inflation adjustment.

**CPI-U** - Consumer Price Index for all urban consumers, the most commonly used measure of inflation in the United States.